

## **A Case Study on Perception Model of Human Resource Management Practices of Karnataka State Road Transport Corporation (With Reference to Bangalore Region)**

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**Abstract:** *This study examined the relationship between the employee perception and the human resource management practices in the Karnataka State Road Transport Corporation, and looked at how employees perceived differently with respect to the HRM variables in terms of demographical factors such as gender, age, educational level and experience. A cross-sectional survey was conducted with a convenience sample of three groups of composite employees, namely, drivers and conductors (i.e. 229), technical staff (i.e.52), and administrative staff (i.e.37). The results indicated that the employee perceptions have a significant influence on their human resource management practices.*

*The study further found that male participants perceived their human resource management practices significantly more positive than their female counterparts. Employees with degrees were significantly more positive about the level of employee participation than the participants with diploma qualifications. Respondents in the exploitation management department were significantly more positive about their human resource management practices. With the result of ANOVA, the variation in the perceptions of the respondents on human resource management factors was significant with the null hypothesis except promotion factor and job designing factor. From the ranking of human resource management factors, corporation should concentrate to mainly on employee motivation and wages and salary increase.*

**Keywords:** Employee Perception, Human Resource Management. Karnataka State transport Corporation and HRM Practices.

### **Introduction**

Road Transport is indispensable for the development of the economy of a country. It remains the elementary choice of mobility of people and transport of goods due to its dexterity in utility, efficiency and inimitable liteness enhanced by a flawless link to other transport means. Road Transport always plays a principal role of transporting short and medium distance passenger interchange. In India, it is the only mode of transport proficient of linking villages to the mainstream. Goods/passengers have been moved by land and sea ever since our human race settled in town and urban areas. With the increase in road network, and linking of more villages with urban centers, the pressure on public passenger transport system is ever on the increase. In India, passenger road transportation is afforded by both public and private sectors. The State Transport Undertakings (STUs) operate in the public sector segment. As a major element of the nation's transport infrastructure, the STUs discharge the major percentage of general public

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transport needs. STUs generally provide urban, rural and inter-state services to the country's poor and middle-income groups. They carry people and goods of household from far off sprinkled locations, thus improving mobility and minimizing regional disparities. They also contribute to the overall socio-economic rebuilding of the country. The share of STUs in terms of total buses is increasing day by day.

### **Karnataka State Road Transport Corporation (KSRTC)**

Karnataka State Road Transport Corporation (KSRTC) is a Government public transport bus operator in Karnataka, established in 1-1-1961. The total number of buses under operation is 7011 (as on 2010) and employees are 33843. It operates buses in intra-state, inter-state, and city bus routes. KSRTC is one among the profitable transport operator in India and is well known for its route coverage, encompassing almost every remote area in Karnataka. The prices charged are significantly lower than that of the private sector. Also, Student Concession passes—75 percent to 80 percent concessions on normal fare is given. Karnataka State Road Transport Corporation (KSRTC) has been working towards carving a niche in the public transport system with a vision to be the best transport service provider in the World, which is safe, reliable, courteous, economic and environment friendly to commuters. KSRTC is the first and leading State Transport Undertaking in the country to adopt Information and Communications Technology in its administrative and operational processes. KSRTC's primary objective is to adopt IT in its day-to-day operations and bring every staff under the Information Technology net. KSRTC has been deploying the IT tools in the best possible measures to optimize its efficiency and reduce operational cost and at the same time, providing quality services to its customers.

### **Statement of the Problem**

The Human Resources Management in transport sector undertakings is gaining importance in recent years because of the vast improvement in the measure and value of services and increase in employee strength, which call for managing a number of issues on the selection of right personnel, training process, and rapport of employees irrespective of the chain of command. The Human Resource Management mainly centers on employee development for improved performance and is basically a viewpoint shared by management and labour. Correspondingly, the productivity of transport sector undertakings mainly depends on the competence of human resource and its management. If an organisation espouses high level of Human Resource Management, surely the dedication of workers towards the organisational objective increases which results in high manpower productivity.

In this context the researcher has tried to know all the existing human resources policies and practices and the individual characteristics of employees which influence the human resource management. Hence, the topic "A Study on Human Resource Management Practices in the Karnataka State Road Transport Corporation with reference to Bangalore" has been chosen for the current research.

### **Review of Literature**

Many studies on human resource management have been made, which mainly focus on large and complex modern enterprises in private and public sectors which do not provide much insight into the aspects of transport corporations, more particularly in the field of Human Resource Management. Some of the important studies conducted on human resource management relating to study are reviewed here.

## A Case Study on Perception Model of Human Resource Management Practices of Karnataka State Road Transport Corporation

Rami Reddy (1991) studied the problems and issues related to public relations in transport undertaking and general public, quality of services identified with crew, and expectation of the public with STU. He has concluded that if there is good relation with employees and public, it would improve the quality of the image of the STUs.

Joshi S.S., et al. (1991) studied the necessity of training to the staff at all levels of manpower planning in public transport undertakings. They have suggested that proper recruitment, training and manpower development are the most important at every level of any organisation so that it results in efficient management and effective utilization of all resources, especially in Transport undertaking.

Kenneth Todd (1992) highlighted the legal rights related to drivers and pedestrians in transport undertaking in the USA. He has concluded that the improved communication between road users and drivers is aimed at reducing disputes among the transport employees and traffic control to encourage better drives in transport undertakings.

Prem Babu (1993) highlighted the details of human resources department of GMBL, training and development and leadership problem in the GMBL. In his article he has concluded that the training programme for managers and supervisors in GMBL would be the need of the individual managers and supervisors for overall improvement in the performance of the GMBL Company.

Jai.Sinha and Sarita Singh (1995) have presented employees' satisfaction with their organization, life, job, expectancy to satisfy their most salient needs, and unproblematic properties of their work. They have concluded that the work climate and human relations contribute directly to organizational satisfaction in case of managers and workers to provide better service conditions.

Murugesan R.and Ramamoorthy N.V. (1996) studied the important service characteristics to determine the level-of-transport services from the regular users of state bus transport. They have concluded that the deficiency of the various quality measures would affect the improvement level of transport services in India.

Patel M.K. (2006) highlighted that HRD general practices, HRD climate, industrial relations, wages and salary, welfare activities, promotion and transfer, performance appraisal, recruitment and training and development practices in various service sector's organizations in India concentrated much to higher performance. Human resources are the vital part of an organisation's growth. The development of human resources carries a vast importance for the future of the organisation. Today HRM / HRD is not an isolated practice or a department in the organisation. It is a force, which binds the whole organisation. It is the aspect, which solves the problems related to human resource in the organisation. Human resource is an important aspect of management, which motivates the human power to take the challenges faced by the organisation in the third millennium.

Ville Nurmi (2007) emphasis the trends in HRD. The recent two decades have introduced several major changes into this field of industry. Technical breakthroughs have led to drastic changes in the competence requirements of the personnel. On the other hand, the boom of mergers and acquisitions in this industry segment has cut down the number of corporations with worldwide operations. He concluded that the globalization challenges the European labor market, social policy, vocational education as well as HRD practices to develop high value jobs and competencies essential for survival in the labor cost competition.

Nicole Renee Baptiste (2008) in their study, data were collected from a public sector (local garments) organization to identify the link between HRM practices and employee

wellbeing at work and performance. A preliminary staff survey of employees provides a brief overview of the link between HRM practices and employee wellbeing at work and performance. Findings show that HRM practices adopted have a significant impact on employee wellbeing at work and tend to be more positive than negative. The overall consistent result in the study was that management relationship behaviours in the form of support and development of trust, promoted employee wellbeing at work amongst workers in general. The finding will prove helpful practice and research limitations and implications show that HRM practices that help to maximize employee wellbeing at work are not necessarily the same as those that make up “high performance” HR practices and the promotion of wellbeing at work is not to be at result of the HRM practices but can be linked to line management leadership and to relationship. The practical implication show that the importance of management relationship support and employees trust are found to predict wellbeing at work. The business card for employee improving employee performance and productivity which in turn can enhance organizational effectiveness and decision making.

Wong Choy Har, Tan Boon In, Loke Siew Phaik and Lee Voon Hsien (2009) highlight the context within which Knowledge Management (KM) has rapidly grown in India. The research model demonstrates the association between the contribution of HRM practices and the effect towards an effective KM. It is clear that continuous support from the HRM will be a key strategic requirement for facilitating the knowledge management activities in the firm. The proposed framework is valuable to practitioners and managers so that they can be well-prepared in the efforts of improving the firms’ knowledge management processes. It is also suggested that this framework to be examined through empirical data. They expect that the findings can provide more insights and deepen our understanding in examining the relationship between HRM practices and knowledge management. More importantly, the findings can be used to gauge the effectiveness of KM in improving the organisational performance and sustaining future competitiveness.

Muhammad Asif Khan (2010) did study on Effects of Human Resource Management Practices on Organizational Performance – An Empirical Study of Oil and Gas Industry in Pakistan. The study evaluates the effects of human resource management practices on organizational performance in Oil and Gas Industry in Pakistan. A total of 150 managers of 20 randomly selected firms from Oil and Gas Industry responded to self-reported questionnaire that measured five HRM practices and subjective measures of organizational performance. Factor analysis was performed to identify human resource management practices. Regression analysis indicated a positive and statistically significant association of these practices with organizational performance. The study provides insight to management to use these practices as strategic tool for superior performance, and add to the limited empirical knowledge that exists in Pakistani context. This study evaluated the effects of HRM practices on organizational performance in Oil and Gas Sector of a developing economy. The study highlights the importance of HRM practices to achieve and sustain superior performance in changing business environment and need for an integrated approach toward formulation and implementation of HRM practices. The organizations need to proactively pursue a strategic approach to HRM practices and invest in such practices to achieve sustainable competitive advantage in tangible and intangible dimensions.

# A Case Study on Perception Model of Human Resource Management Practices of Karnataka State Road Transport Corporation

## **Methodology**

The present study is mainly explorative and analytical in nature with the use of both primary data and secondary data. The secondary data needed for this study have been collected from the Karnataka State Road Transport Corporation Bangalore Limited, Publication of the Department of KSRTC and the Publication of the Central Institute of Road Transport.

The primary data were collected through a well-designed interview schedule. The collected primary data have been summarized and tabulated for the purpose of consequential statistical analysis and processed with the help of appropriate statistical tools in order to fulfill the objectives of the study. The Chi-square test was used to evaluate the socio-economic characteristics' influences on the human resource management. The analysis of variance (one way) has been employed to measure the perception of employees on the human resource management practices of the Karnataka State Road Transport Corporation Bangalore. Simple percentage analysis and average mean score are also employed to arrive at possible solution.

## **Sampling, Primary, Secondary and Tools Used**

For the study of human resource management practices in KSRTC, Bangalore has been selected. 14 Region and 69 Depots are operating in the Bangalore from which the respondents have been chosen. Accordingly, interview program was carefully designed and served to 318 employees of the study area after an exercise of pre-tested pilot questionnaire with 10 employees and in the light of the experience gained by the researcher, the final interview schedule was drafted. This sample size is 1 per cent of the stratified total employees (31,734) except Class I and Class II employees (366) at the KSRTC of Bangalore. The sample data have been congregated from three groups of composite employees, namely, drivers and conductors (i.e. 229), technical staff (i.e.52), and administrative staff (i.e.37).

## **Significance of the Study**

It is a well-known fact that a number of studies are available in the field of human resource management, but the present study not only aims to examine the multi-dimensional aspects of human resource management policies and practices in the organisational framework, but also the existence of the HRM climate in the acuity of different categories of employees. In this research attempt, not only practical suggestions have been made only on the basis of the existing HRM characteristics, but also on the relative weightage given to each measurement of the HRM characteristics exhibited by the respondents. The transport organisation which employs only human power as the means of achieving its target is taken for the study as it is considered very much opposite which cover all the elements of HRM. By far and large, the study is aimed to correlate with involvement and find out the determinants of such involvement in terms of HRM practice environment. Importance has also been focused in the present study on positively illustrating the ideas that job involvement and satisfaction can be improved in the good HRM practice environment.

## **Objectives of the Study**

1. To study the profile and management performance of the Karnataka State Road Transport Corporation, Bangalore.
2. To understand the Human Resource Management policies adopted by the Karnataka State Road Transport Corporation, Bangalore.
3. To evaluate the perception of the employees towards human resource management practices

in the Karnataka State Road Transport Corporation, Bangalore.

- To suggest appropriate measures to improve the human resource management practices in the Karnataka State Road Transport Corporation, Bangalore.

### Hypothesis

The study intends to test the following hypotheses:

**H<sub>001</sub>:** There is no relationship between the gender and the Human resources management practices.

**H<sub>002</sub>:** There is no relationship between the age and the Human resources management practices.

**H<sub>003</sub>:** There is no relationship between the experience and the Human resources management practices.

**H<sub>004</sub>:** There is no relationship between the annual income and the Human resources management practices.

**H<sub>005</sub>:** There is no relationship between the income level and the Human resources management practices.

**H<sub>006</sub>:** There is no relationship between the dependents and the Human resources management practices.

**H<sub>007</sub>:** There is no significance difference between Recruitment and selection, Training and development, Wages and Salary, Performance Appraisal, Promotion, Transfer, Employee Motivation, Welfare Measures, Leave Facilities and Maintenance of Employees and the perception Human resources management practices.

### Analysis and Interpretation

**Table 1: Distribution of Sample Respondents and their Designations**

Designation of the Respondents	Drivers and Conductors (Level 1)	Technical Staff (Level 2)	Administrative Staff (Level 3)	Overall Total
Level 1: Drivers and Conductors	57 (24.9)	*	*	57 (24.9)
Level 2: Technical Staff	*	5 (9.6)	*	5 (9.6)
Level 3: Administrative Staff	*	*	10 (27)	10 (27)
Total	229 (100)	52 (100)	37 (100)	318 (100)

Source: Primary Data; \* Not Applicable; Figures in Parentheses Denote Percentages

The sample was constituted by 37 administrative staff, 52 technical staff, 229 drivers and conductors, the percentages of employment categories being 11.63 percent, 16.35 per cent, and 72.02 per cent respectively. The numbers of respondents are taken on the basis of ONE per cent of the total employees in each categories of the KSRTC, Bangalore during the period of the study.

A Case Study on Perception Model of Human Resource Management Practices of Karnataka  
State Road Transport Corporation

**Table 2: Mean and SD of Each Item Perceived by Employees in the Scale on HRM  
Practices of KSRTC**

Q. No.	Employees perceived items in the scale	Mean	SD	Rank
1	Manpower planning (Estimation of the vacancies based on norms).	2.90	1.63	25
2	Employee Norms (Communal rotation followed)	2.83	1.17	29
3	Frequent employment News	2.68	1.27	31
4	Corporation training	3.79	1.18	03
5	Training aids	3.19	1.40	17
6	Higher officials' responsibility of conducting training programmes	4.01	0.43	01
7	Duration of training	3.58	1.17	09
8	Job perfection from training (Performance enhanced from training)	3.59	1.06	08
9	Present salary proportion (Prevailing wage and salary structure )	1.79	0.94	39
10	Other allowances	2.04	0.92	38
11	Yearly salary increment	3.16	1.31	19
12	Salary revisions (once in 4 years)	3.28	1.44	15
13	Appraisal methods	3.19	1.40	18
14	Overall performance of corporation	3.33	1.43	14
15	Probationary duration (Review period for promotion is accurate and appropriate)	3.69	1.25	05
16	Political and Higher Officials influence in Promotion	3.58	1.28	06
17	Service record book uses (Promotion policy and Service Record Book in promotion are followed strictly)	2.94	1.35	24
18	Demotion policy	2.51	1.25	32
19	Transfer policy	2.50	1.11	33
20	Political and higher officials influence in transfer	3.64	1.28	10
21	Transfer by others threaten	3.75	1.19	04
22	Transfer by corporation to corporation	2.87	1.38	27
23	Transfer by punishment	2.49	1.36	34
24	Workers participation in management	3.14	1.24	21
25	Scholarship to employees' children	3.04	1.38	22
26	Retirees welfare	2.34	1.13	37
27	Higher official approach	2.47	1.31	35
28	Corporations canteen	2.98	1.46	23
29	Library facilities	2.45	1.18	36
30	Office infrastructures (Basic amenities are available in the office)	3.92	1.18	02

31	Employees higher education	3.63	1.33	07
32	Loans and Advances	3.49	1.31	11
33	Free traveling pass	3.46	1.41	12
34	Casual, medical and other leave	2.88	1.31	26
35	Action on long leave	3.38	1.41	13
36	Corporation and trade unions relationship	2.87	1.39	28
37	Solving problem by trade union	3.26	1.37	16
38	Employee grievance handling	2.75	1.34	30
39	Enquiry procedure (Disciplinary action against employees step-by-step enquiry procedures with principle of Natural Justice are followed)	3.15	1.48	20

Source: Primary Data

Degree of various levels of perceptions of employees on 39 items in the scale is shown in the above table along with respective rankings.

**Table 3: The Overall Mean Scores on Each Factor of HRM Practices as Perceived by Employees of KSRTC, Bangalore**

Sl.No.	Factors	Mean values
1	Organizational climate	3.53
2	Training and development	3.52
3	Performance appraisal and leave facilities	3.25
4	Manpower planning	3.23
5	Employee Work Life Climate	3.16
6	Employee Welfare	2.88
7	Trade union relations	2.87
8	Transfer	2.87
9	Employee motivation	2.41
10	Wage and salary administration	2.29
11	Overall HRM practices	3.09

Source: Primary Data

The above depicts the average values of the perceived rating scale of employees for each factor and it is presented in the descending order. The responses were recorded on a five point scale for each individual item. The higher score was considered to be stronger in the agreement and vice versa. Each factor was brought to the level of each item taking the average of all the items in each factor. Thus it allows us to simplify our understanding where employees are in strong agreement and where employees are not in agreement. Keeping this in mind, we can safely say that above three mean points employees are in agreement with the respective factor. Factors below three mean points in respective factor needs an extra concern by the organization. For example, in the present study, we have found factors wage and salary administration, employee motivation, transfer, trade union relations and employee welfare are the issues where KSRTC should give more importance in its HRM practices and policies. The rest of the factors in KSRTC seem to be effective and therefore they can continue with the existing practices.

A Case Study on Perception Model of Human Resource Management Practices of Karnataka  
State Road Transport Corporation

**Table 4: Descriptive Statistics for the Various Factors of HRM Practices in KSRTC**

Factors	Mean	Std. Deviation
1. Employee Work Life Climate	38.03	10.03
2. Employee Welfare	14.41	4.63
3. Training and Development	10.56	3.30
4. Wage and Salary Administration	9.15	3.42
5. Performance Appraisal and Leave Facilities	16.28	5.17
6. Manpower Planning	12.91	4.41
7. Trade Union Relations	2.87	1.39
8. Organizational Climate	7.06	1.76
9. Transfer	2.87	1.38
10. Employee Motivation	6.35	1.35
11. Overall HRM Practices	120.51	22.78

Source: Primary Data

Employee Work life Climate (Factor 1) was found to be significant ( $F = 4.909, p > 0.05$ ) for the various levels of employees under study. The post hoc tests have shown that there was a significant difference among level 1 (Mean =38.62, SD = 9.02) and level 2 (mean=34.17, SD = 6.58). And there was a significant difference between the level 2 and level 3 (mean =39.74, SD = 16.82) groups (the above table). Level 1 and level 3 workers have given higher rating for Employee Work life climate. KSRTC gives a lot of importance to the drivers and conductors i.e., level 1 workers. The overall wellbeing of the organization depends on the level 1 worker's HRM perceptions who operates buses and do the vital operations of the transport sector. Administrators form an integral part of HRM practices and they have given higher ratings for this factor.

The ranking of factors shows that the "leave facilities" has secured the first rank among all the categories of respondents except technical staff rating second. Training and development has secured second rank among the overall factors. Similarly promotion has obtained third rank; working condition and employee safety has obtained fourth rank; recruitment has obtained fifth rank; performance appraisal has obtained sixth rank; transfer has obtained seventh rank; welfare measures has obtained eighth rank; job designing has obtained ninth rank; maintenance of employees has obtained tenth rank; wages and salary has obtained eleventh rank and employee motivation has obtained twelfth rank. It would also be observed that the respondents of various categories have obtained more or less similar rankings in respect of performance appraisal and transfer in the overall ranking.

Thus, by enumerating the suggestions based on the outcome of analysis and results the realization of the fifth objective viz., to suggest appropriate measures to improve the Human Resource Management Practices in the Karnataka State Road Transport Corporation has been fulfilled.

### **Descriptive Analysis for Finding out Areas of Concern for of Level 3 Employees (Administrative Staff)**

Administrative staff in KSRTC have been found to be high in their ratings on the items asked to them. Hence, it can be said that they have perceived HRM practices in KSRTC to be effective and therefore, KSRTC can continue with the existing practices.

The findings of the study have led the researcher to conclude that the perception of HRM Practices in KSRTC, Bangalore is good and it helps to increase the performance among the all employees.

Based on this study, we can say that if the KSRTC management wants to raise motivation among its employees, it must revise the wage structure and redefine the promotional policies, conduct a several modern training workshops and seminars in the organization, so that employees can discuss about their issues and they loyal to the organisation.

Jankowicz A.D (1998) highlights the value of mutual knowledge transfer and considers that personnel managers can make a distinct strategy for administrative and operational staff for seeking their contribution to the organisation in the post-command economy.

The present study also emphasizes the importance to be given for operating unit employees on implementing friendly transfer policies, imparting like training and development and cordial trade union relations. Transfers can be used as an opportunity and change which are the major findings in the present study. The above studies also reflect the same view.

The overall HRM practices was found to be significant ( $F = 14.740$ ,  $p > 0.01$ ) for the various levels of KSRTC employees under study. The post hoc tests have shown that there was a significant difference among level 1 (Mean =117.77, SD = 17.54) and level 3 (mean=138.76, SD = 40.51). And there was a significant difference between the level 2(mean =119.58, SD = 20.39) and level 3 groups (Table 4.19). Therefore, the null hypothesis ( $H_0$ ) has been rejected in favour of alternate hypothesis ( $H_1$ ) ie., There is a relationship between the level of employees and the Overall HRM Practices. (Table 4.19; 4.20 and 4.21) When compared to drivers and conductors and technical staff, administrative staff have more favorable opinion on the HRM practices in KSRTC, Bangalore.

In the present study in respect of variable gender, the men have given poor ratings on Training and Development compared to women, men compared to women have rated very low for the factor performance appraisal and leave facilities, Men have rated low for trade union relations, compared to men women in KSRTC agree more with the transfer rules, men and women differ in the employee motivation factor significantly. When compared to men, women have more favorable opinion on the HRM Practices. The above findings are in agreement with above previous studies reviews and also stressing the same views.

Younger age group is not strongly agreeing with factors like employee work life climate, employee welfare and middle age grouped employees are highly interested in taking part of Training and development. Wages and salaries have been rated low by younger people when compared to the elder employees. Ratings have been made high by youngsters compared to the elder employees for the factor performance appraisal and leave facilities, and for transfer younger people have given high ratings compared to other two groups. Some earlier literatures are also found stressing the same kind of issues.

## Conclusion

The corporation's "Improved" results show 56.10 per cent and 39.02 per cent of the factors indicate that the results as "Not improved"; 4.88 per cent the "growth was not available" during the period of the study. Hence, the corporation has to concentrate on the average age of vehicles, gross kms run during every year, average daily kms run, number of routes, number of breakdowns, number of breakdowns per 10,000 kms, kms lost due to want of crew, number of pucca and spare permits, engine oil per km, number of retreadability per tyre, average age in month per battery, total operative staff strength, men per bus, staff not covered by operative staff, total number of SC/ST in the staff strength, absenteeism, bonus provision, gross revenue, total expenses, internal generation, EPKM, CPKM, Govt. Equity, loan outstanding, motor vehicle tax paid, number of depots, bus bodies construction and number of engines reconditioned.

The respondents belonging to administrative staff category had obtained a high mean score percentage (73 per cent); technical staff had obtained the low mean score percentage (59 per cent) and drivers and conductors had obtained 61 per cent of moderate in respect of human resource management. Majority of them responded their perception highly on leave facilities (i.e. 77 per cent). The administrative staff and drivers and conductors had represented their perception highly on leave facilities; technical staff had expressed their perception highly on training and development. But the respondents had represented very low perception on the factors like wage and salary by administrative staff (49 per cent); employee safety by technical staff (37 per cent); and employee motivation by drivers and conductors with 49 per cent of average mean score. The corporation should concentrate on employee safety which is very important.

From the ANOVA analysis, the variation in the perceptions of the respondents on human resource management factors was significant with the null hypothesis except promotion factor and job designing factor. Hence, out of the twelve factors, only two factors alone had been insignificant with regard to the perception on human resource management practices practiced in KSRTC, Bangalore. Thus, 83 per cent of the factors had the same perception on human resource management by the respondents of the study.

From the ranking of human resource management factors, the employee motivation had 12<sup>th</sup> place (last) ranked by the respondents; wages and salary 11<sup>th</sup> place; maintenance of employees 10<sup>th</sup> place; and job designing 9<sup>th</sup> place. Hence, the corporation should concentrate to mainly on employee motivation and wages and salary increase.

## Suggestions

- As the average mean score arrived in respect of employee motivation was found to be very low (12<sup>th</sup> rank with 54 per cent), it is suggested that the corporation must concentrate objectively on satisfying the employees in respect of worker's participation in management providing scholarship to employees' children, retirees welfare, higher official's approach towards other employees, speedy claim for compensation, incentives in production, awards, and rewards to high performers.
- There was no appropriate recruitment in all the categories of employees in the corporation particularly in respect of drivers and conductors. The corporation requires more drivers and conductors to operate the existing fleet. To manage the situation, the corporation avails the casual labourer's assistance which means that an unskilled worker is employed to perform the skilled job which will produce undesired results in the performance. Therefore, instead of using casual unskilled labour, the corporation may recruit skilled drivers and conductors on the basis of experience.

- The corporation's recruitment procedure has received only moderate perception among the employees which need to be improved further.
- The corporation should evolve a formula to place the deserving and eligible dependents of the employees by allowing certain percentage which will motivate the employees to some extent.
- The drivers are really doing a sensitive job to the society and their life is at heavy risk which they face every day. Hence, the corporation has to enhance their salary and risk allowance to be provided along with all generous work benefits.
- Stress management programmes at all levels should be conducted at frequent intervals since drivers and conductors are moving with the general public daily.
- The drivers and conductors have low mean score (53 per cent) in respect of corporation and trade union relationship. The corporation must avoid discrimination among the employees.
- The factors that secured the last 4 ranks (employee motivation, wages and salary, maintenance of employees and job designing) must be taken care of. The corporation may take appropriate steps to improve the practices in these functional areas. The perception level is not uniform for all the categories of staff and it varies from 70 per cent to 53 per cent and the gap is to be filled up.
- The satisfaction level of drivers and conductors need immediate consideration by the management since the approach of the officers towards drivers and conductors has received poor response.
- Some of the socio-economic characteristics like age, experience, educational qualification and annual income have significantly influenced the perception of workers. Hence, the above matters may be taken into consideration, while formulating personnel policies and programmes.
- For the best bus operation, the corporation must open workshops for every 50 kms in the National Highway to avoid unnecessary breakdowns and to gain kilometres.
- Medical facility in the depots is highly required for the employees. Absenteeism should be controlled by the corporation to enhance the productivity performance.

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A Case Study on Perception Model of Human Resource Management Practices of Karnataka  
State Road Transport Corporation

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